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LODGING HOSPITALITY

IN MANAGEMENT MAGAZINE FOR HOTEL/MOTEL EXECUTIVES

HAZARD and PETITT

Quality-level Strategists

LODGING
AUGUST 1985 **HOSPITALITY** VOL. XLI, NO. 8

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COVER: Robert Hazard Jr., president and CEO of Quality International, and Gerald Petitt, executive vice president and COO, pose at the construction site of one of their properties. Cover design by Paul Malanij.

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Lodging's 400 Top Performers

by Patricia Askin
Lynne Herbst, editorial assistant

It's been a good year for the lodging industry and a good year for Lodging's 400 Top Performers. This elite group of the most successful hotels, motels and resorts in the U.S. continued to show the way to profitability for the rest of the industry.

Average sales per room for the group is $39,188, up nearly $6,000 from last year's study and almost $15,000 more than the properties in the upper quartile of Laventhol & Horwath's study of the lodging industry. Occupancy did slip one point to 72 percent, but sales per employee climbed $15,000 and payroll expense per employee fell nearly $600.

As a group, the Top Performers represent about one percent of the industry's properties, five percent of its rooms (104,569) and 12 percent of its revenues ($4.1 billion).

Tops in the sales-per-room derby is the Hotel Pierre in New York City at $143,422 in revenues per guestroom. Leading in total sales volume is another famed New York City hostelry, The Waldorf-Astoria, with $100 million in annual revenues. As usual, the Hale Koa Hotel in Honolulu topped everyone in occupancy at 100 percent.

While the 400 is as diverse as the 42-room XL Motel in Sheridan, Wyoming and the 1,150-room Washington Hilton in the District of Columbia, the group shares several common characteristics:

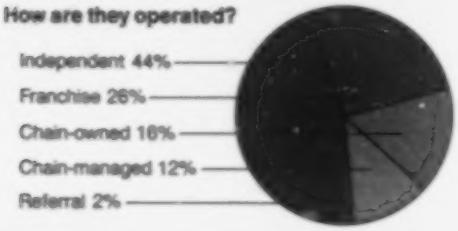
- Food and beverage sales are a key ingredient to success. Thirty-eight percent of the 400's sales come from F&B, whereas properties in the Laventhol & Horwath sample rely on food and beverage for just 26 percent of revenues.
- Most, but not all, of the properties are big. Average size is 261 rooms. Center City Top Performers (the largest) average 398 guestrooms, while highway properties (the smallest) average 134 rooms per property.
- It's a fairly young group of hotels and motels. Almost half are less than ten years old, and 86 percent have been operating for 25 years or less.
- The properties are adding more facilities and services demanded by guests. Nearly four out of ten have a health club (up from 27 percent last year); 61 percent have in-room entertainment (up from 49 percent in 1984); and 29 percent have teleconferencing capabilities.
- The use of technology is growing among these properties. More report the use of call accounting equipment, energy management systems and electronic guestroom locks this year than ever before. In the 1984 study, 23 percent of the properties said they had satellite earth stations; this year it's 50 percent.

Readers often ask how *Lodging Hospitality* editors put together the 400 Top Performers study. The process takes nearly eight months and begins in January when we send questionnaires to all of the lodging properties on the *Lodging Hospitality* circulation list.

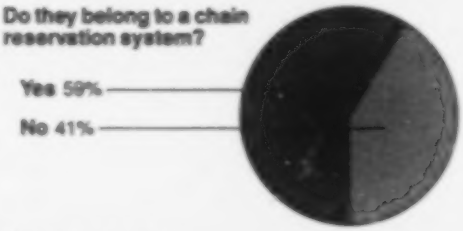
By the end of March, a second mailing is sent to those readers who don't respond to the first request. About May 15th, *LH* editors determine the 400 Top Performers (based on sales per guestroom) and complete further analyses and calculations.

The 400 is limited to those properties that voluntarily complete all items on the questionnaires. It is further limited to properties in the U.S. and its possessions (any area with a U.S. postal zip code). Casino hotels are included, but their gaming revenues are not considered in determining sales per room.

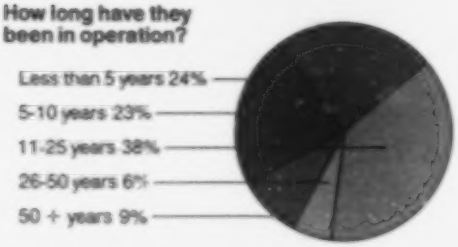
How are they operated?



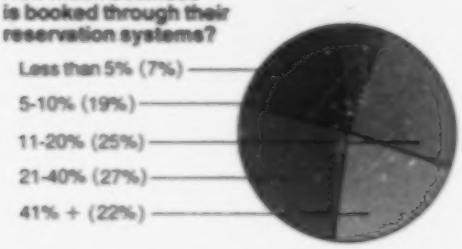
Do they belong to a chain reservation system?



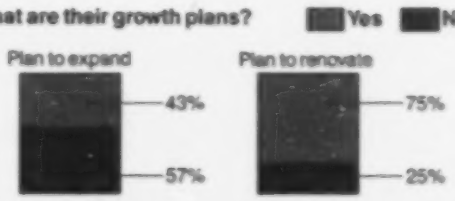
How long have they been in operation?



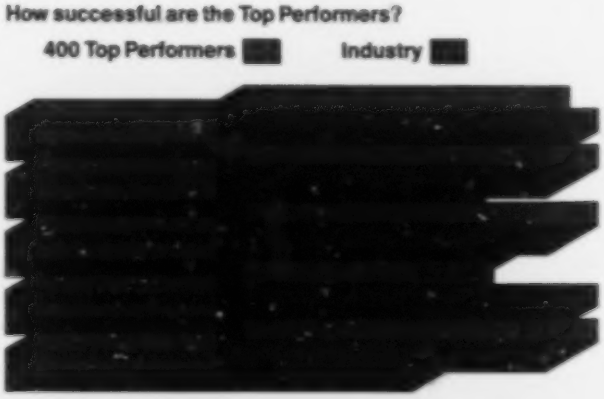
How much business is booked through their reservation systems?



What are their growth plans?



How successful are the Top Performers?

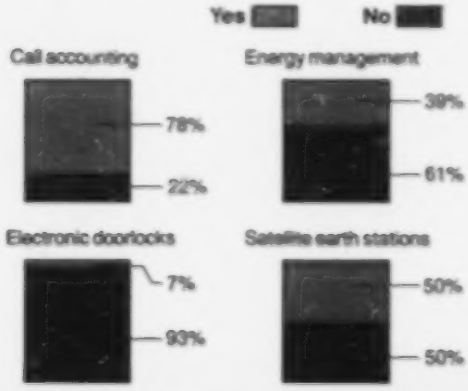


Composition of sales

What facilities and services do they have?

	Yes	No
Foodservice	99%	1%
Roomservice	88%	12%
Liquor service	98%	2%
Banquet/meeting facilities	97%	3%
Gift shop/newsstand	84%	16%
Valet service	87%	13%
Swimming pool	85%	15%
On-premise golf	14%	86%
On-premise tennis	34%	66%
On-premise health club	39%	61%
In-room movies	61%	39%
Electronic games	48%	52%
Teleconferencing	29%	71%
In-house laundry	82%	18%

What technology systems do they have?



Source All industry figures are upper quartile figures except for composition of sales figures, which are averages, from Laventhol & Horwath's *U.S. Lodging Industry 1985*. Only those properties that reported net income before income taxes are included in Laventhol & Horwath's special analysis. Top Performer figures are averages, except occupancy, which is a median.

CENTER CITY
Top Performers

New York's Hotel Pierre gained the title in 1985 as the lodging industry's (and Center City) Top Performer. The 225-room luxury property on Manhattan's tony Fifth Avenue scored a phenomenal $143,422 in sales per room. Losing the title after three years is the Hotel Boulderado in Boulder, Colorado. The small (42 rooms) property checked in with $117,976 in per-room sales, up $2,000 over last year's figures.

Once again, the list of Center City Top Performers reads like a hall of fame of the best-known hotels in the U.S., including such superstars as the Waldorf-Astoria, Beverly Wilshire, Stanford Court, The Drake, Hotel du Pont and the Pontchartrain in New Orleans. Other less-well-known, but equally successful, hotels dot the list: the Oxford Hotel in Denver; The Lodge Alley Inn in Charleston, South Carolina; XL Motel in Sheridan, Wyoming; Northern Lights Inn in Anchorage, Alaska; and more.

As a group, the Center City Top Performers posted an impressive $35,446 median sales per room, up nearly $6,000 per room over both last year's group of Center City winners and the Laventhol & Horwath sample of typical center-city properties.

Although nearly two-thirds of the properties belong to a reservations system, about half of the hotels identify themselves as independents.

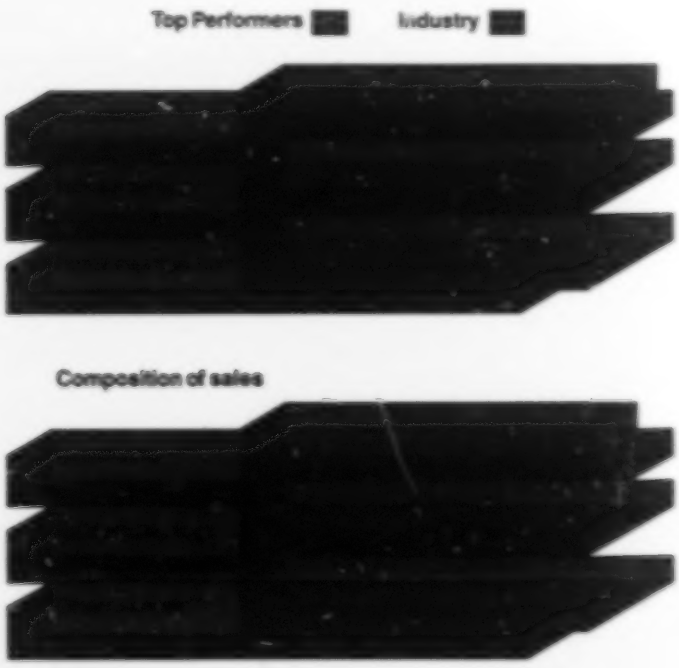
Curiously, the group tends to be both older and younger than other Top Performers. About one-third are less than five years old, but 20 percent have been open more than 50 years. The latter group includes such venerable properties as the 98-year-old Strater Hotel in Durango, Colorado; Chicago's Drake, which has been operating 65 years; the 72-year-old Hotel du Pont in Wilmington, Delaware.

As can be expected, all of the hotels offer foodservice, liquor service and banquet and meeting space. Other guest services are important to the operation of these properties. Popular services include roomservice (97 percent of the group), giftshop/newsstands (81 percent), valet services (95 percent).

Not surprisingly, most Center City Top Performers don't have elaborate recreational facilities. While 60 percent have swimming pools, just 23 percent have game rooms and 11 percent have tennis courts. Just one property, the Broadwater Beach Hotel in Biloxi, Mississippi, has a golf course.

Many of the Center City Top Performers are technology-minded. Most (85 percent) have call accounting systems, one-third have energy management systems, 18 percent have an earth station and 10 percent have electronic deadbolt locking systems for guestrooms.

Center City Top Performers vs. the Industry



Source: Industry figures are upper quartile figures for center city properties, except composition of sales figures, which are averages from Laventhol & Horwath's *U.S. Lodging Industry 1985*. Top Performer figures are averages, except occupancy and sales/room, which are medians.

Lodging's 400 Top Performers

	Guestrooms and suites	Total sales/room ($)	RANK	Total sales ($000)	RANK	Guestroom sales ($000)	Food and beverage sales ($000)	Other revenues ($000)	Average occupancy (%)	RANK	Number of employees
The Hotel Pierre, New York, NY	225	143,422	1	32,270	13	14,028	14,969	3,273	68	57	650
Hotel Boulderado, Boulder, CO	42	117,376	2	4,955	79	881	4,013	61	85	6	220
Beverly Wilshire Hotel, Beverly Hills, CA	300	80,000	3	40,000	6	19,000	12,000	9,000	75	23	800
Ritz Carlton Hotel, Chicago, IL	458	71,791	4	32,306	12	17,838	12,147	2,321	57	94	825
Oxford Hotel, Denver, CO	82	60,975	5	5,000	78	2,500	2,500	—	50	98	120
Hotel Parker Meridien, New York, NY	700	59,571	6	41,700	5	30,125	9,520	2,055	75	28	487
Tremont Hotel, Chicago, IL	136	59,485	7	8,209	54	3,410	4,486	313	64	76	122
Grand Bay Hotel, Miami, FL	200	58,900	8	11,780	31	4,500	7,200	80	78	12	300
Washington Plaza Hotel, Washington, DC	340	58,823	9	10,000	39	6,000	4,000	—	70	50	200
The Drake, A Vista International Hotel, Chicago, IL	530	58,490	10	31,000	14	16,500	13,500	1,000	70	51	700
Stanford Court, San Francisco, CA	402	57,213	11	23,000	19	14,000	7,000	2,000	70	52	380
Hotel du Pont, Wilmington, DE	268	56,226	12	14,000	42	5,000	9,000	—	75	26	430
The Waldorf-Astoria, New York, NY	1,782	56,116	13	100,000	1	55,000	30,000	15,000	75	27	1,800
Campton Place Hotel, San Francisco, CA	126	55,333	14	6,972	68	3,602	3,152	218	47	99	180
Ritz-Carlton Hotel, Washington, DC	166	54,787	15	9,040	51	4,585	4,156	299	66	95	235
St. James Hotel, Red Wing, MN	61	54,622	16	3,332	89	896	1,857	569	64	72	165
Pacific Plaza, San Francisco, CA	112	52,982	17	5,934	71	3,586	2,348	—	72	44	140
Berkshire Place, New York, NY	456	52,400	18	23,580	17	16,383	5,527	1,670	78	13	360
United Nations Plaza Hotel, New York, NY	440	52,036	19	23,000	20	18,000	4,000	1,000	77	30	600
The Pontchartrain Hotel, New Orleans, LA	96	51,545	20	5,103	76	1,928	3,175	—	61	81	230
Channel Inn Hotel, Washington, DC	100	51,000	21	5,100	77	1,500	3,450	150	72	45	120
Genetti Best Western, Wilkes Barre, PA	64	47,779	22	3,249	91	594	2,606	50	43	96	50
Hotel Inter-Continental New York, New York, NY	708	46,735	23	32,481	11	23,061	7,383	2,067	74	36	940
The Copley Plaza Hotel, Boston, MA	364	46,381	24	18,228	21	8,985	8,295	948	75	61	500
Vista International, New York, NY	820	45,756	25	37,932	7	25,934	11,387	611	72	54	725
Whitehall Hotel, Chicago, IL	222	45,291	26	10,100	37	7,000	3,100	—	65	87	250
Mayfair Regent Hotel, Chicago, IL	217	43,778	27	9,500	43	5,500	3,400	600	68	88	210
Royal Orleans Hotel, New Orleans, LA	366	42,552	28	15,319	24	9,015	5,266	1,038	64	60	420
Royal Sonesta Hotel, Cambridge, MA	400	42,500	29	17,000	15	10,000	6,000	1,000	72	49	360
The Peabody Hotel, Memphis, TN	464	41,629	30	18,900	20	8,600	9,200	1,100	64	73	550
Washington Hilton & Towers, Washington, DC	1,150	40,869	31	47,000	3	24,000	16,000	7,000	69	55	800
Sheraton Hotel at Station Square, Pittsburgh, PA	293	40,784	32	11,950	32	5,900	5,500	550	65	5	420
The Parker House, Boston, MA	540	40,409	33	21,821	25	11,952	8,935	934	76	25	569
Loews L'Enfant Plaza Hotel, Washington, DC	372	40,322	34	15,000	26	10,000	4,500	500	60	10	295
Omni Shoreham, Washington, DC	770	40,259	35	31,000	16	19,000	10,000	2,000	73	40	864

Circle 63 on reader service card→

Lodging's 400 Top Performers

	Total sales/room ($)	Total sales ($000)	Guestroom sales ($000)	Other revenues ($000)	RANK
The Taos Inn, Taos, NM	40,250	1,610	640	—	18
Lincoln Hotel, Dallas, TX	38,910	20,000	16,000	—	79
The Lancaster Hotel, Houston, TX	38,297	3,600	1,900	100	91
Adolphus Hotel, Dallas, TX	37,931	16,500	9,500	300	93
One Washington Circle Hotel, Washington, DC	37,748	5,700	4,100	100	29
Hotel Vintage Court, San Francisco, CA	37,735	4,000	2,600	—	1
Houstonian Hotel & Conference Center, Houston, TX	37,398	9,200	3,400	2,100	97
Hyatt Regency Dallas, Dallas, TX	36,883	34,929	16,983	3,024	53
Royal Sonesta Hotel, New Orleans, LA	36,880	18,440	11,451	1,086	62
Arizona Inn, Tucson, AZ	36,764	2,500	1,300	—	74
Beverly Hillcrest Hotel, Los Angeles, CA	36,666	5,500	3,300	—	14
Sheraton at Fisherman's Wharf, San Francisco, CA	36,310	19,063	15,310	1,001	2
The Westin Peachtree Plaza, Atlanta, GA	36,178	39,000	18,000	3,000	47
Holiday Inn-Palo Alto, Palo Alto, CA	35,460	10,000	7,000	500	19
Washington Marriott Hotel, Washington, DC	35,446	12,300	7,900	900	8
Grand Hotel, Anaheim, CA	35,416	8,500	3,200	2,800	15
The New Otani Hotel & Garden, Los Angeles, CA	35,140	15,743	9,077	1,272	21
R.J. Pitcher Inn, Lancaster, OH	34,666	1,040	160	—	89
The Warwick, New York, NY	34,523	17,400	12,900	1,010	11
Best Western Inn at Loretto, Santa Fe, MN	34,424	4,785	3,093	422	58
Hotel St. Regis, Detroit, MI	34,188	4,000	2,000	200	82
Halloran House, New York, NY	33,953	21,900	16,650	1,200	3
Drake Hotel, New York, NY	33,846	22,000	20,000	—	87
The Inn at Children's, Boston, MA	32,500	2,600	1,543	97	20
Amfac Hotel, Minneapolis, MN	32,392	19,500	10,000	2,500	85
Hotel Dorset, New York, NY	32,325	13,900	10,400	1,500	4
Sheraton Washington Hotel, Washington, DC	32,292	48,600	29,900	1,800	37
Amway Grand Plaza Hotel, Grand Rapids, MI	32,258	22,000	9,000	1,000	86
Tremont Hotel, Baltimore, MD	32,258	2,000	1,400	—	34
Inter-Continental Hotel, New Orleans, LA	32,080	16,040	11,000	40	90
Strathallan, Rochester, NY	32,000	4,800	2,700	100	59
Omni International Hotel, Atlanta, GA	31,914	15,000	7,582	1,489	83
Radisson All Suite Hotel, Ogden, UT	31,746	4,000	1,836	—	22
Holiday Inn Union Square, San Francisco, CA	31,605	12,674	9,941	609	35

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Lodging's 400 Top Performers

	Guestrooms and suites	Total sales/room ($)	RANK	Total sales ($000)	RANK	Guestroom sales ($000)	Food and beverage sales ($000)	Other revenues ($000)	Avg. age (in years)	RANK	Number of employees
Sir Francis Drake Hotel, San Francisco, CA	418	31,566	70	13,100	39	9,800	3,300	—	78	16	350
Knickerbocker Chicago, Chicago, IL	225	31,250	71	8,000	58	5,000	3,000	—	53	66	200
Minneapolis Plaza-Hotel, Minneapolis, MN	303	31,023	73	9,400	50	5,600	3,400	400	65	84	285
Hershey Philadelphia Hotel, Philadelphia, PA	403	30,884	73	13,898	44	8,266	5,241	391	62	68	400
The Lodge Alley Inn, Charleston, SC	72	30,763	74	2,215	88	1,337	878	—	72	43	70
Ralphael Hotel of Chicago, Chicago, IL	171	30,596	75	5,232	74	3,870	1,162	200	61	7	133
Pfister Hotel, Milwaukee, WI	332	30,030	76	10,000	49	5,000	4,500	500	62	69	400
Miyako Hotel, San Francisco, CA	209	29,942	77	6,220	69	4,600	1,620	—	74	39	146
The Atlanta Hilton & Towers, Atlanta, GA	1,250	28,800	78	36,000	6	22,000	14,000	—	60	92	1,100
Omni International Hotel, Miami, FL	576	28,776	79	16,000	30	8,000	5,500	1,500	76	24	450
XL Motel, Sheridan, WY	42	28,571	80	1,200	89	250	950	—	70	49	20
Sheraton Hartford Hotel, Hartford, CT	362	28,453	81	10,300	48	6,500	3,200	600	75	48	215
La Fonda, Santa Fe, MN	180	28,137	82	4,502	82	2,484	1,697	321	64	75	185
Edgewater Inn, Seattle, WA	228	28,030	83	6,391	68	3,306	2,845	240	65	9	227
Broadwater Beach Hotel, Biloxi, MS	360	27,777	84	10,000	54	4,800	3,800	1,400	53	78	400
Strater Hotel, Durango, CO	94	27,659	85	2,600	84	1,200	1,200	200	74	38	117
Omni Shoreham, Washington, DC	770	27,531	86	21,199	34	11,813	8,122	1,259	61	80	540
Eureka Inn, Eureka, CA	110	27,272	87	3,000	92	1,500	1,500	—	62	71	125
Fairmont Hotel, Denver, CO	550	27,272	87	15,000	40	7,500	7,500	—	76	32	600
Holiday Inn-Downtown, Rochester, MN	175	27,150	89	4,697	83	1,800	897	2,000	53	77	103
Arlington Hilton, Arlington, TX	318	27,122	90	8,625	52	4,600	3,660	365	65	56	218
The Kahler Hotel, Rochester, MN	709	27,080	91	19,200	27	10,000	8,000	1,200	66	63	575
Portland Marriott Hotel, Portland, OR	506	27,075	92	13,700	45	7,480	5,085	1,135	76	31	400
Holiday Inn Duluth, Duluth, MN	240	26,991	93	6,478	67	3,269	2,096	1,113	78	17	190
Jumer's Castle Lodge, Urbana, IL	131	26,717	94	3,500	89	1,500	1,800	200	58	64	150
Omni International Hotel, Norfolk, VA	488	26,580	95	12,174	43	6,674	4,646	854	66	65	424
Hotel Beverly, New York, NY	187	26,269	96	5,175	76	4,800	—	375	75	33	80
Hilton Hotel Allentown, Allentown, PA	229	26,200	97	6,000	70	3,000	3,000	—	73	41	160
Biltmore Hotel, Los Angeles, CA	1,022	26,125	98	26,700	16	13,800	10,800	2,100	48	100	700
San Francisco Hilton & Tower, San Francisco, CA	1,755	26,062	99	46,000	4	34,000	12,000	—	65	70	1,100
Northern Lights Inn, Anchorage, AK	126	25,666	100	3,234	91	1,704	1,432	98	72	42	90

RESORT Top Performers

The Resort Top Performers take honors as the most successful in this year's study. Median sales per room for the 100 properties is a whopping $45,968, more than $10,000 above any other category.

By contrast, the Resort Top Performers registered a median 70-percent occupany, well below the industry standard for resorts and tied (with Center City hotels) for lowest occupancy.

Occupancy champ again is the government-owned Hale Koa Hotel in Honolulu with a full house *every* day of the year. Not far behind is the Madonna Inn in San Luis Obispo, California, and Rancho LaPuerta in Tecate, California, both with 98-percent annual occupancies.

Topping the sales-per-room list is the intimate 40-room Ventana Resort in Big Sur, California at $115,000. Close behind is the famed La Costa Hotel & Spa in Carlsbad, California at $110,538 in per-room- sales. For sheer volume, no one approaches the Boca Raton Hotel & Club in Florida, which does $74 million in annual revenues.

The typical Resort Top Performer has 248 rooms, but the range extends from the 15-room Mother Lode Cookhouse & Saloon in far-off Wasilla, Alaska, to the 1,120-room Disneyland Hotel in Anaheim, California.

The group tends to be young: one-third of the properties are less than 10 years old, and three-fourths have been in business for less than 25 years. But, again, the properties range from one year old into the 90s (the Hotel del Coronado in Coronado, California opened 97 years ago) and beyond. Oldest is the 214-year-old Publick House in Sturbridge, Massachusetts.

The group is dominated by independent properties (72 percent). Less than one-fourth rely on a centralized reservations system to book business.

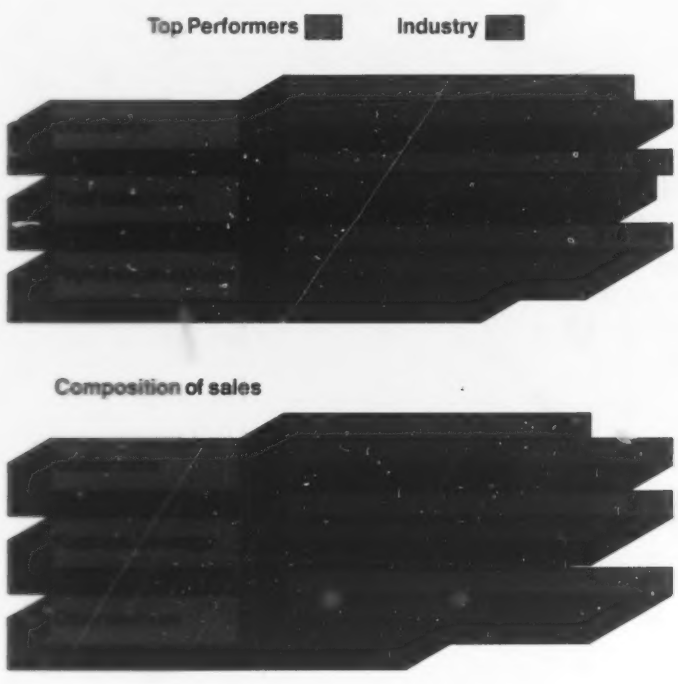
This group of properties is very service-oriented, averaging 145 employees per 100 rooms, highest of any Top Performer category and well above the magical one-to-one ratio of employees to rooms that marks class operations.

Not surprisingly, more Resort Top Performers have on-premise golf (49 percent), tennis courts (70 percent), health clubs (43 percent) and swimming pools (97 percent) than any other category.

All of the properties offer foodservice, and most have liquor service (96 percent), banquet and catering facilities (99 percent), gift shop/newsstand (94 percent), valet services (81 percent) and roomservice (79 percent). Just 41 percent feature in-room entertainment.

The resort business must be good, as 53 percent of the properties say they are planning to expand in the near future.

Resort Top Performers vs. the Industry



Source: Industry figures are upper quartile figures for resort properties, except composition of sales figures, which are averages from Laventhol & Horwath's *U.S. Lodging Industry 1985*. Top Performer figures are averages, except occupancy and sales/room, which are medians.

Lodging's 400 Top Performers

	Guestrooms and suites	Total sales/room ($)	RANK	Total sales ($000)	RANK	Guestroom sales ($000)	Food and beverage sales ($000)	Other revenues ($000)	Average occupancy (%)	RANK	Number of employees
Ventana-Big Sur, Big Sur, CA	40	115,000	1	4,600	72	2,400	2,000	200	86	11	125
La Costa Hotel & Spa, Carlsbad, CA	310	110,538	2	34,267	8	11,590	8,665	14,012	75	37	1,000
San Ysidro Ranch, Santa Barbara, CA	38	106,410	3	4,150	77	1,850	2,300	—	77	31	126
Rancho La Puerta, Tecate, CA	76	105,263	4	8,000	53	5,000	3,000	—	66	3	200
Pier House, Key West, FL	120	91,666	5	11,000	41	4,700	5,000	1,300	90	8	320
Grove Isle Club, Coconut Grove, FL	52	89,423	6	4,650	71	1,300	2,600	750	75	36	175
Kona Village, Kailua-Kona, HI	95	86,684	7	8,235	51	4,017	3,992	226	74	42	170
Boca Raton Hotel & Club, Boca Raton, FL	922	80,260	8	74,000	1	34,000	30,000	10,000	66	64	2,000
Silverado Country Club & Resort, Napa, CA	274	78,832	9	21,600	16	9,200	7,300	5,100	78	28	550
La Valencia Hotel, La Jolla, CA	100	75,350	10	7,535	54	3,197	4,304	34	92	4	208
Rancho Murieta Country Club, Rancho Murieta, CA	73	75,342	11	5,500	69	1,660	2,400	1,440	71	49	160
Peek 'N Peak Recreation, Clymer, NY	60	75,000	12	4,500	74	800	1,350	2,350	74	41	400
The Registry Resort-Scottsdale, Scottsdale, AZ	319	73,667	13	23,500	14	9,800	10,900	2,800	79	23	550
Rancho Bernardo Inn, San Diego, CA	235	72,340	14	17,000	23	6,000	11,000	—	78	26	450
Candelero Hotel at Palmas del Mar, Humacao, PR	102	72,176	15	7,362	57	1,837	2,750	2,775	70	57	200
Industry Hills & Sheraton Resort, City of Industry, CA	298	71,812	16	21,400	19	7,000	11,000	3,400	69	59	600
Caribe Hilton International, San Juan, PR	668	68,803	17	45,892	4	20,852	14,850	10,190	78	33	694
Madonna Inn, San Luis Obispo, CA	110	68,427	18	7,527	55	2,804	3,539	1,184	93	2	258
The Woodlands Inn & Country Club, The Woodlands, TX	268	68,197	19	18,277	22	5,277	4,000	9,000	72	44	460
The Broadmoor Hotel, Colorado Springs, CO	560	67,857	20	38,000	6	12,000	12,500	13,500	66	66	1,500
Hotel del Coronado, Coronado, CA	689	65,892	21	45,400	5	23,000	16,400	6,000	68	9	1,200
Sheraton Lakeview Resort & Conference Center, Morgantown, WV	191	62,612	22	11,959	37	2,075	3,300	6,584	53	91	273
Woodstock Inn & Resort, Woodstock, VT	120	61,533	23	7,384	56	3,009	2,637	1,738	69	61	300
Shawnee Inn, Shawnee on Delaware, PA	103	58,252	24	6,000	64	1,750	3,000	1,250	68	65	150
Pacific Island Club, Tamuning, GU	120	57,675	25	6,921	60	1,153	2,624	3,144	75	38	120
Kapalua Bay Hotel & Villas, Kapalua, HI	350	57,142	26	20,000	20	8,000	8,000	4,000	70	56	550
Hawks Cay, Pompano Beach, FL	176	56,818	27	10,000	45	5,000	4,000	1,000	72	45	200
Royal Lahaina Resort, Lahaina, HI	514	52,529	28	27,000	11	19,000	7,000	1,000	90	7	500
The Oaks at Ojai, Ojai, CA	46	52,173	29	2,400	93	900	900	600	70	55	79
Ponte Vedra Inn & Club, Ponte Vedra Beach, FL	175	51,988	30	9,098	47	3,016	3,939	2,143	50	97	350
Hidden Valley Resort Community & Conference Center, Somerset, PA	87	51,896	31	4,515	73	1,050	1,340	2,125	50	96	150
Surf & Sand Hotel, Laguna Beach, CA	160	51,875	32	8,300	50	5,000	3,000	300	80	22	190
Whispering Pines Country Club Villas, Whispering Pines, NC	41	51,219	33	2,100	98	480	375	1,245	65	71	62
Trapp Family Lodge, Stowe, VT	91	51,208	34	4,660	70	1,788	2,099	773	56	69	220

Lodging's 400 Top Performers

	Guestrooms and suites	Total sales/room ($)	RANK	Total sales ($000)	RANK	Guestroom sales ($000)	Food and beverage sales ($000)	Other revenues ($000)	Average occupancy (%)	RANK	Number of employees
The American Club, Kohler, WI	118	50,909	36	5,600	66	2,428	3,000	172	58	66	250
Williamsburg Inn, Williamsburg, VA	232	50,866	38	11,801	38	5,326	4,841	1,634	65	12	350
Bahia Mar Hotel & Yachting Center, Ft. Lauderdale, FL	298	50,671	37	15,100	29	6,000	4,000	5,100	72	46	300
The Snowmass Club, Snowmass Village, CO	141	49,645	38	7,000	58	3,000	2,000	2,000	65	72	300
Publick House-Historic Inn & Country Motor Lodge, Sturbridge, MA	132	49,242	39	6,500	60	1,500	4,400	600	64	78	250
Marriott's Casa Marina Resort, Key West, FL	251	48,585	40	12,195	35	7,375	3,975	845	75	24	300
The Conference Center at Eagle Lodge, Lafayette Hill, PA	118	48,275	41	5,600	67	3,500	1,700	400	52	92	120
South Seas Plantation, Captiva Island, FL	450	48,222	42	21,700	18	12,000	5,500	4,200	62	80	425
Westlake Inn Motor Hotel, Westlake Village, CA	73	48,000	43	3,600	80	1,500	2,100	—	83	14	95
Santa Barbara Inn, Santa Barbara, CA	71	47,887	44	3,400	83	2,000	1,300	100	82	15	80
Disneyland Hotel, Anaheim, CA	1,120	47,803	45	53,540	2	29,150	16,000	8,390	80	21	1,350
Opryland Hotel, Nashville, TN	1,067	47,532	46	50,717	3	25,024	22,046	3,647	85	13	1,550
Caesars Pocono Resorts, Lakeville, PA	642	46,728	47	30,000	10	17,000	10,000	3,000	70	54	600
Sheraton Princeville Hotel, Princeville, HI	300	46,666	48	14,000	33	8,200	5,800	—	60	87	300
Seabrook Island Resort, Charleston, SC	340	46,132	49	15,685	27	6,572	3,049	6,064	31	100	500
St. Clair Inn, St. Clair, MI	94	45,968	50	4,321	75	1,323	2,998	—	68	62	165
Point West Inn, Macatawa, MI	66	45,954	51	3,033	85	1,019	1,941	73	68	67	160
Gurneys Inn Resort & Spa, Montauk, NY	131	45,801	52	6,000	63	2,000	2,000	2,000	70	53	250
Jamaica Inn, Dunedin, FL	55	45,454	53	2,500	91	500	2,000	—	75	39	120
PGA Sheraton Resort, Palm Beach Gardens, FL	332	45,180	54	15,000	31	7,000	7,100	900	66	70	400
Lodge of the Four Seasons, Lake Ozark, MO	300	45,163	55	13,549	34	5,365	5,267	2,917	69	58	650
Dunfey Hyannis Hotel, Hyannis, MA	225	45,151	56	10,159	43	4,510	4,810	839	78	35	290
Hotel Hershey & Country Club, Hershey, PA	250	44,944	57	11,236	39	5,568	5,158	510	69	52	352
Marriott's Marco Beach Resort, Marco Island, FL	736	44,836	58	33,000	9	18,000	15,000	—	70	52	800
Don Cesar Beach Resort, St. Petersburg Beach, FL	272	44,117	59	12,000	36	6,200	3,400	2,400	80	19	297
Buena Vista Palace, Lake Buena Vista, FL	844	44,110	60	37,229	7	23,383	12,722	1,124	77	32	850
Bonaventure Hotel & Spa, A Radisson Resort, Ft. Lauderdale, FL	504	43,650	61	22,000	16	16,000	6,000	—	64	76	800
Jared Coffin House, Nantucket, MA	58	43,448	62	2,520	90	1,037	1,473	10	65	74	120
The Pointe at Squaw Peak, Phoenix, AZ	600	43,333	63	26,000	12	14,000	12,000	—	82	16	1,200
Mauna Lani Bay Hotel, Kawaihee, HI	350	42,857	64	15,000	32	8,000	6,500	500	50	95	550
Avalon Inn, Warren, OH	91	42,857	65	3,900	78	2,200	1,700	—	87	10	125
Longboat Key Club, Longboat Key, FL	400	42,500	66	17,000	24	6,500	3,500	7,000	63	79	370
Mission Inn Golf & Tennis Resort, Howey in the Hills, FL	147	41,326	67	6,075	62	2,135	2,400	1,540	62	81	200
The Colony Beach & Tennis Resort, Longboat Key, FL	232	40,948	68	9,500	46	5,000	4,500	—	60	86	235

Lodging's 400 Top Performers

	Guestrooms and suites	Total sales/room ($)	RANK	Total sales ($000)	RANK	Guestroom sales ($000)	Food and beverage sales ($000)	Other revenues ($000)	% of total revenues from food and beverage	RANK	% change in total sales
Wakulla Springs and Lodge, Wakulla Springs, FL	27	40,740	69	1,100	396	250	450	400	37	18	57
Maui Inter-Continental Wailea, Wailea, HI	540	40,740	70	22,000	74	11,700	9,700	600	44	20	320
Hotel Royal Plaza, Lake Buena Vista, FL	397	40,732	71	16,172	96	10,322	5,475	375	35	17	422
Sheraton Islander Inn & Conference Center, Newport, RI	253	40,711	72	10,300	99	6,000	4,000	300	39	51	320
Cheeca Lodge, Islamorada, FL	86	40,697	73	3,500	242	2,000	1,329	180	38	73	94
Silver Sands Oceanfront Motel, Miami, FL	57	40,350	74	2,300	301	1,100	1,200	—	52	47	54
Portofino Inn & Yacht Anchorage, Redondo Beach, CA	137	40,291	75	5,520	169	3,473	1,129	918	20	25	210
Mother Lode Cookhouse & Saloon, Wasilla, AK	15	40,000	76	600	370	150	430	—	72	76	100
Villa Roma Resort Hotel, Callicoon, NY	220	39,545	77	8,700	120	7,000	700	1,000	10	6	1,350
San Luis Bay Inn, Avila Beach, CA	74	39,105	78	2,972	284	1,672	1,300	—	9	27	140
Steele Park Resort, Napa, CA	41	39,024	79	1,600	327	200	190	1,210	25	99	33
Bahia Cabana Motel, Ft. Lauderdale, FL	76	38,618	80	2,935	251	746	2,134	55	54	68	7
Indian Hills Inn & Golf Club, Malvern, PA	80	38,540	81	3,777	218	2,988	704	25	19	40	19
Coto de Caza, Trabuco Canyon, CA	110	38,136	82	4,195	215	1,552	1,388	1,255	33	98	1,000
Ireland's Inn, Ft. Lauderdale, FL	76	38,092	83	2,895	253	1,045	1,705	145	37	93	100
Tanglewood-on-Lake-Texoma, Pottsboro, TX	65	37,876	84	2,462	277	783	880	799	49	94	30
Rainbow Canyon Golf Resort, Temecula, CA	82	37,804	85	3,100	244	750	1,250	1,100	44	85	100
Vacation Village Hotel, San Diego, CA	449	37,527	86	16,850	93	11,100	5,200	550	35	34	320
Alpenhof, Teton Village, WY	40	37,500	87	1,500	351	675	825	—	55	90	50
La Quinta Hotel Golf & Tennis Resort, La Quinta, CA	288	37,313	88	10,000	144	7,000	3,000	—	30	84	525
Cortina Inn, Killington, VT	82	37,096	89	2,300	304	1,166	950	184	28	29	58
Hale Koa Hotel, Honolulu, HI	481	36,707	90	15,417	109	6,530	7,914	973	64	1	537
Riverside Motor Lodge, Gatlinburg, TN	81	36,543	91	2,960	257	700	2,000	260	61	83	110
Palmetto Dunes Resort, Hilton Head Island, SC	560	36,363	92	20,000	81	10,000	3,000	7,000	50	82	350
The Boar's Head Inn & Sports Club, Charlottesville, VA	175	36,165	93	6,329	181	3,200	2,997	132	26	43	278
Pocono Grand Hotel, East Stroudsburg, PA	235	35,600	94	8,010	157	4,500	3,500	10	44	5	100
Sheraton Bal Harbour, Bal Harbour, FL	675	35,555	95	24,000	70	14,500	7,500	2,000	39	48	140
Sanibel Island Hilton Inn, Sanibel Island, FL	100	35,150	96	3,515	231	2,300	1,100	115	36	80	100
Kaanapali Beach Hotel, Lahaina, HI	431	34,802	97	15,000	99	10,000	3,000	2,000	33	30	200
Lake Arrowhead Hilton, Lake Arrowhead, CA	250	34,749	98	9,000	138	6,000	3,000	—	34	77	340
Mariner's Inn, A Clarion Hotel, Hilton Head, SC	224	34,404	99	11,147	92	6,321	4,271	555	50	63	913
Quail Hollow Inn, Painesville, OH	167	34,263	100	5,722	188	2,055	2,679	988	59	98	300

SUBURBAN Top Performers

It was another good year for hotels and motels in suburban locations. The median sales per room for the 100 Suburban Top Performers is $29,234, about $10,000 less than the average for all 400 Top Performers but well above the Laventhol & Horwath standard for upper quartile suburban hotels.

Topping the list is the Decathlon Athletic Club in suburban Minneapolis. The 50-room private club/hotel pulls in $116,000 in sales per room. The figures are based on $550,000 in room sales, $3.25 million in food and beverage and $2 million in other revenues.

The Decathlon edged out last year's top suburban property, The Mansion on Turtle Creek. This 143-room Dallas hotel jumped $2 million in sales to push its per-room total to $112,237. Other repeaters in the Suburban Top Performers top ten include the Sheraton Valley Forge Hotel in King of Prussia, Pennsylvania; Scanticon-Princeton Executive Conference Center in Princeton, New Jersey; and the Clinton Inn in Tenafly, New Jersey.

Two properties—the Tarrytown Hilton in Tarrytown, New York, and the Best Western Golden Lion Hotel in Anchorage, Alaska—tied for top occupancy honors with 87 percent. Close behind with an 86 percent occupancy is the Colonial Motel & Tavern Bratleboro, Vermont.

The Suburban Top Performers differ most from Laventhol & Horwath's sample in composition of sales. The Top Performers generate 45 percent of their sales from food and beverage, compared to 22 percent for the all-industry group of suburban hotels.

Brand-name chains dominate the list. Forty-three percent are franchised, 13 percent are chain-owned and six percent are managed by a chain. The rest identify themselves as independents.

As a group, the properties rely heavily on central reservations systems, with 65 percent belonging to some type of toll-free reservation network. Nine of the properties say they book more than 40 percent of their business through a central res system. The Harrisburg Marriott in Harrisburg, Pennsylvania, generates 80 percent of its business through Marriott's network.

The suburban group is the youngest of the Top Performers. Fifty-five percent are less than 10 years old, and only two properties—the Hitching Post Inn in Cheyenne, Wyoming (50 years) and The Botsford Inn in Farmington Hills, Michigan (149 years)—have been in business more that 50 years.

With an average of 206 rooms, the typical Suburban Top Performer is slightly smaller than most other categories. Largest is the 571-room Radisson Hotel South in Minneapolis.

Suburban Top Performers vs. the industry

Top Performers ■ Industry ■

Composition of sales

Source: Industry figures are upper quartile figures for suburban properties, except composition of sales figures, which are averages from Laventhol & Horwath's *U.S. Lodging Industry 1985*. Top Performer figures are averages, except occupancy and sales/room, which are medians.

Lodging's 400 Top Performers

		Total sales/room ($)		Total sales ($000)		Guestroom sales ($000)		Other revenues ($000)		Rank		Previous rank
Decathlon Athletic Club, Bloomington, MN		116,000		5,800		850		2,000		99		
The Mansion on Turtle Creek, Dallas, TX		112,237		16,050		5,950		1,575		63		
Sheraton-Valley Forge Hotel, King of Prussia, PA		71,753		22,100		7,700		3,750		6		
Tarrytown House, Yorktown, NY		68,225		10,000		7,000		500		87		
Andover Inn, Andover, MA		59,909		1,977		900		—		36		
Scanticon-Princeton Executive Conference Center & Hotel, Princeton, NJ		51,194		15,000		5,500		3,900		64		
The Hamilton, A Stouffer Hotel, Itasca, IL		50,122		20,500		8,300		800		67		
Clinton Inn, Tenafly, NJ		49,585		5,700		2,300		100		33		
Alameda Plaza, Kansas City, MO		49,017		19,411		9,546		915		17		
Sheraton Smithtown, Smithtown, N.Y.		47,189		10,000		5,500		70		30		
Breakwater Inn, Juneau, AK		46,666		2,100		850		150		19		
Woodcliff Lake Hilton Inn, Woodcliff Lake, NJ		45,965		16,088		6,874		1,934		92		
The Dallas Registry Hotel, Dallas, TX		45,436		25,900		9,700		1,700		59		
The Mandalay Four Seasons Hotel, Irving, TX		44,811		19,000		10,000		1,000		77		
East Norwich Inn, East Norwich, NY		44,444		3,200		2,100		—		31		
Holiday Inn-Crown Plaza, Rockville, MD		44,415		13,991		7,330		660		83		
Tarrytown Hilton, Tarrytown, NY		44,117		9,000		4,000		1,000		1		
Marriott Bethesda, Bethesda, MD		43,902		18,000		10,000		—		29		
Montvale Ramada, Montvale, NJ		42,230		5,490		2,605		37		4		
Adams Residential Tower & Northwest Center for Continuing Education, Durham, NH		41,962		2,296		677		—		46		
Boulder Broker Inn, Boulder, CO		41,391		4,760		1,660		60		28		
Stouffer Westchester Hotel, White Plains, NY		41,338		15,000		9,000		—		64		
Best Western Golden Lion Hotel, Anchorage, AK		40,722		3,380		1,909		102		2		
Kingsley Inn Hotel, Bloomfield Hills, MI		39,743		6,200		2,100		100		75		
Treadway Wellesley Inn, Wellesley, MA		39,526		2,767		1,100		71		74		
Old Mill Inn, Basking Ridge, NJ		39,403		4,098		2,022		195		78		
Holiday Inn Torrance, Torrance, CA		38,660		15,000		10,500		—		10		
Loews Glenpointe Hotel, Teaneck, NJ		38,651		11,412		6,606		349		89		
Hilton at Colonial, Wakefield, MA		38,176		11,453		4,828		796		79		
Shelter Island Marina Inn, San Diego, CA		36,041		3,496		1,898		516		5		
Dunfey San Mateo Hotel, San Mateo, CA		35,396		10,616		5,592		1,059		15		
Historic Strasburg Inn, Strasburg, PA		34,660		3,570		1,250		320		100		
Inn at Chester, Chester, CT		33,636		1,581		381		—		93		
Town & Campus, West Orange, NJ		33,333		4,000		500		—		27		

Lodging's 400 Top Performers

	Guestrooms and suites	Total sales/room ($)	Total sales ($000)	Guestroom sales ($000)	Food and beverage sales ($000)	Other revenues ($000)	Percent of total revenues from food and beverage	RANK	Number of employees
Hershey Lodge & Convention Center, Hershey, PA	468	33,333	15,200	7,700	6,800	600	71	60	420
Harrisburg Marriott, Harrisburg, PA	300	33,222	10,000	5,000	4,375	500	94	26	250
Gaithersburg Marriott Hotel, Gaithersburg, MD	300	33,222	10,000	6,000	3,900	100	74	44	240
Concord Hilton, Concord, CA	332	32,732	10,900	8,100	2,800	200	97	25	340
Sheraton Poste Inn, Cherry Hill, NJ	216	32,710	7,000	3,500	3,500	—	83	72	180
Sheraton Inn Lakewood, Lakewood, CO	245	32,653	8,000	4,500	3,500	—	78	65	200
Holiday Inn-Tanglewood, Roanoke, VA	123	32,520	4,000	2,000	2,000	—	75	35	103
Ramada Inn, East Hanover, NJ	262	32,278	8,457	6,832	1,496	129	83	9	123
Ramada Inn Westport, St. Louis, MO	186	32,258	6,000	4,000	2,000	—	84	8	140
Sterling Forest Conference Center, Tuxedo, NY	58	31,224	1,811	1,036	775	—	99	94	70
Hilton Inn Columbia, Columbia, MD	152	31,138	4,733	2,500	2,075	158	88	82	180
Raphael Hotel of Kansas City, Kansas City, MO	129	30,910	3,802	2,767	901	134	83	12	100
Treadway Resort Inn, Lancaster, PA	231	30,303	7,000	3,200	3,800	—	89	24	300
Point South Inn, Yemassee, SC	60	30,000	1,500	1,000	450	50	78	40	16
Radisson Hotel South., Minneapolis, MN	575	29,772	17,000	10,000	7,000	—	65	85	525
The Inn at Nichols Village, Clarks Summit, PA	119	29,234	3,362	1,292	2,070	—	84	88	160
Marriott North Columbus, Columbus, OH	354	29,052	8,832	4,874	3,791	167	86	46	350
Sheraton Park Place Hotel, Minneapolis, MN	269	29,026	8,650	4,330	4,100	200	96	76	263
Buffalo Marriott, Amherst, NY	382	28,089	10,000	6,000	4,000	—	83	23	350
Holiday Inn, Roseville, MN	160	28,062	4,490	2,986	1,504	—	78	32	188
Radisson Inn Plymouth, Plymouth, MN	163	28,030	4,569	2,074	2,154	341	73	39	157
Botsford Inn, Farmington Hills, MI	75	28,000	2,100	600	1,500	—	90	22	90
Summit Hotel, Dallas, TX	370	27,670	10,404	5,437	4,497	470	93	73	325
Sheraton Harrisburg East, Harrisburg, PA	171	27,426	4,690	2,509	2,031	150	75	38	150
Pine Barn Inn, Danville, PA	51	27,392	1,397	395	932	70	70	62	78
Jumer's Castle Lodge, Peoria, IL	180	27,322	5,000	2,000	3,000	—	70	71	250
Venice Inn Best Western, Hagerstown, MD	125	27,200	3,400	1,400	1,900	100	66	80	135
Sheraton International Conference Center, Reston, VA	302	27,023	8,161	3,979	3,684	498	72	55	230
Howard Johnson Lodge & Restaurant, Newark, DE	100	27,000	2,700	1,300	1,400	—	52	13	95
Marriott Thruway Hotel, Rochester, NY	307	26,710	8,200	4,500	3,700	—	74	50	300
Holiday Inn-Mount Kisco, New York, Mount Kisco, NY	150	26,666	4,000	2,000	2,000	—	75	70	100
Sheraton Naperville Hotel, Naperville, IL	300	26,666	8,000	5,000	3,000	—	71	61	275
Northlake Hilton Inn, Tucker, GA	192	26,385	5,066	3,245	1,598	223	79	34	140
Harvest Drive Farm Motel, Intercourse, PA	50	26,300	1,315	395	920	—	99	95	60

Lodging's 400 Top Performers

	Guestrooms and suites	Total sales/room ($)		Total sales ($000)		Guestroom sales ($000)		Other revenues ($000)		RANK		Previous year's rank
Hotel Westcourt, Phoenix, AZ	20	26,223		7,500		4,500		450		66		
Sheraton Executive Tower, Fort Washington, PA	135	26,119		3,500		2,100		100		41		
Best Western Genetti Motor Lodge, Hazelton, PA	99	26,020		2,550		831		209		69		
Ramada Hotel St. Paul, St. Paul, MN	250	26,000		6,500		4,000		—		54		
Holiday Inn Dayton Mall, Miamisburg, OH	197	25,939		5,110		3,131		246		21		
Mikado Best Western Hotel, North Hollywood, CA	58	25,862		1,500		700		25		56		
Cleveland Hilton South, Independence, OH	195	25,846		5,040		2,000		40		86		
The Tidewater Inn, Easton, MD	129	25,833		3,100		1,500		100		68		
Sheraton Baton Rouge Hotel, Baton Rouge, LA	297	25,773		7,500		3,500		—		98		
Carrousel Inn, Cincinnati, OH	274	25,547		7,000		4,300		200		86		
Miami Lakes Inn & Country Club, Miami Lakes, FL	308	25,324		7,800		2,400		1,900		67		
Hilton Harvest House Hotel, Boulder, CO	279	25,185		6,800		4,000		—		42		
Best Western Midway Motor Lodge, Lansing, MI	124	25,162		3,875		1,900		—		47		
Northwest Atlanta Hilton, Atlanta, GA	222	25,013		5,578		3,398		344		43		
Depot Motor Inn, Pittsford, NY	100	25,000		2,500		1,400		—		11		
Ramada Inn, Monterey, CA	80	25,000		2,000		1,300		—		7		
Sheraton-Brandywine Inn, Wilmington, DE	148	24,765		3,690		2,004		142		81		
The Orrington Hotel, Evanston, IL	282	24,642		6,900		3,500		400		97		
Island Inn Motor Hotel, Westbury, NY	204	24,509		5,000		3,000		—		20		
Sheraton Homewood Inn, Homewood, IL	204	24,509		5,000		2,500		200		91		
Sheraton Berkshire Inn, Wyomissing, PA	199	24,502		4,876		2,762		287		48		
The Morris Inn, Notre Dame, IN	87	24,456		2,250		900		—		90		
Colonial Motel & Tavern, Brattleboro, VT	73	24,285		1,700		700		—		3		
Holiday Inn of Bellevue, Bellevue, WA	182	24,285		4,420		2,527		163		19		
Holiday Inn-Oceanfront, Jacksonville Beach, FL	149	24,174		3,602		2,224		78		14		
Holiday Inn-Fort Washington, Fort Washington, PA	221	24,131		5,333		3,263		152		51		
Holiday Inn State Fair, Tampa, FL	183	24,000		4,392		2,404		168		37		
Chieftain Motel Restaurant, Wenatchee, WA	105	23,980		2,518		1,009		—		52		
The Beverly Garland Hotel, Sacramento, CA	207	23,913		4,950		2,910		540		49		
Best Western Charlie Club, Palatine, IL	181	23,895		4,325		1,900		1,700		18		
Hitching Post, Cheyenne, WY	233	23,765		5,486		2,310		—		58		
Hyatt on Sunset, West Hollywood, CA	262	23,744		6,221		4,609		72		53		

HIGHWAY
Top Performers

Some observers dismiss highway properties as a dying breed, but if the Top Performers study is an indication, they're alive, well and prosperous. The typical Highway Top Performer in the *Lodging Hospitality* study generates $25,217 in per-room revenues, better than the group of highway properties studied by Laventhol & Horwath. This year's group is nearly $5,000 ahead of the per-room sales numbers for last year's Highway Top Performers.

Topping the list is the Best Western Regency Inn in Marshalltown, Iowa. With just 30 rooms, the property realizes sales per room of $56,266 on $1.688 million in revenues and a 50-percent occupancy.

Median occupancy for the group is 75 percent, two points below the average for highway properties in Laventhol & Horwath's sample but second among all Top Performer categories. Occupancy leader is the Howard Johnson's Motor Lodge in Jericho, New York at 90 percent. Close behind are the Residence Inn-Silicon Valley in Sunnyvale, California, and the Holiday Inn in Aberdeen, Maryland, both with 87-percent figures.

Highway properties are smallest of the Top Performers, averaging 134 rooms per property. Largest is the 432-room Holiday Inn-Woodlawn in Charlotte, North Carolina. Several properties have less than 50 rooms; smallest is the number-one Best Western Regency Inn, followed by the Brookings Inn in Brookings, Oregon with 41 rooms.

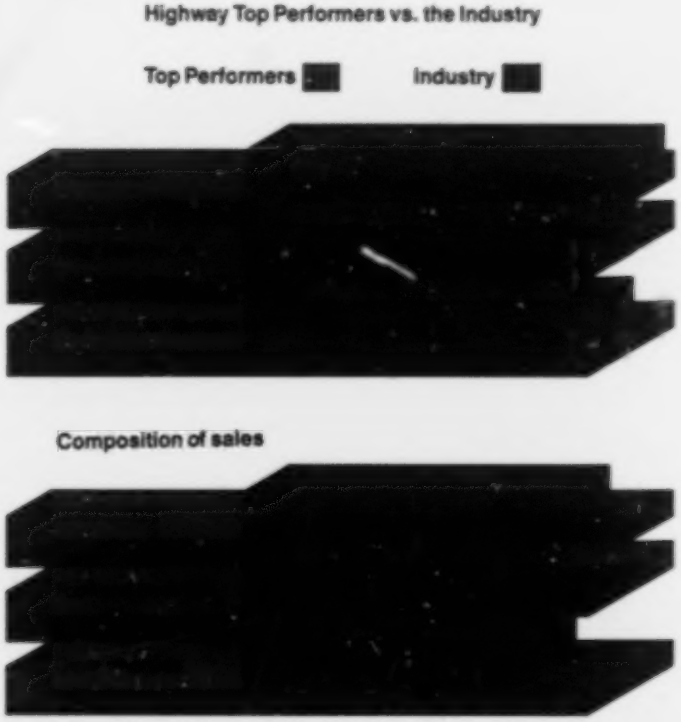
The Highway Top Performers include more franchised and referral-group properties (60 percent) than any other category. Another 18 percent are chain-owned. Forty-two of the 66 properties carry one of five chain brand names. Holiday Inns leads with 14 properties, followed by Sheraton (10 properties) and Howard Johnson's, Best Western and Ramada (six each).

Nearly all of the properties in the group (82 percent) belong to some central reservations system. Operators of 12 of the properties say their reservations systems generate more than 40 percent of their business.

Most of the group (66 percent) were built between 11 and 25 years ago, during the height of highway property development. Only one is 25 years old—the Sheraton Tobacco Valley Inn in Windsor, Connecticut—and one is more than 50 years old—the Sagebrush Inn in Taos, New Mexico.

Other characteristics of the group: 98 percent have foodservice, 77 percent have roomservice, 96 percent sell liquor, 94 percent have banquet and catering facilities, 65 percent have a gift shop or newsstand.

Highway Top Performers vs. the Industry



Source: Industry figures are upper quartile figures for highway properties, except composition of sales figures, which are average from Laventhol & Horwath's *U.S. Lodging Industry 1985*. Top Performer figures are averages, except occupancy and sales/room, which are medians.

Lodging's 400 Top Performers

	Guestrooms and suites	Total sales/room ($)	RANK	Total sales ($000)	RANK	Guestroom sales ($000)	Food and beverage sales ($000)	Other revenues ($000)	Average occupancy (%)	RANK	Number of employees
Sheraton Lexington Inn, Lexington, MA	106	48,791	1	5,611	8	2,805	2,675	131	82	11	188
Hotel Europa, Chapel Hill, NC	170	45,348	2	7,800	2	5,500	2,300	—	[illegible]	61	280
Northampton Hilton Inn, Northampton, MA	125	40,236	3	5,110	10	1,795	3,235	80	71	12	135
Howard Johnson's Motor Lodge, Jericho, NY	99	40,000	4	3,200	37	1,800	1,400	—	80	1	100
Pea Soup Andersen's Highway Center, Carlsbad, CA	148	37,290	5	5,519	9	1,427	4,092	—	72	40	160
Howard Johnson Hotel, Woburn, MA	100	36,000	6	3,600	31	2,500	1,100	—	78	27	120
Sheraton Tobacco Valley Inn, Windsor, CT	119	35,266	7	4,000	24	1,800	2,000	200	71	37	140
Los Robles Lodge, Santa Rosa, CA	153	34,858	8	3,895	28	1,557	2,270	68	80	5	110
Howard Johnson's East, Lafayette, IN	128	34,126	9	4,300	20	1,840	2,400	60	78	19	225
Horse Shoe Inn, Birdsboro, PA	97	33,909	10	1,865	97	415	1,400	40	62	15	37
Best Western Parkside Inn, Fresno, CA	47	32,239	11	1,483	98	470	990	23	73	24	94
Highlander Inn & Supper Club, Iowa City, IA	95	32,186	12	3,086	46	949	2,132	7	71	44	125
Holiday Inn, South Plainfield, NJ	172	31,809	13	5,500	11	3,000	2,500	—	72	41	225
Los Gatos Lodge, Los Gatos, CA	70	31,496	14	4,000	21	2,200	1,800	—	80	6	110
Sheraton Inn South Portland, South Portland, ME	234	30,605	15	6,662	3	3,915	2,577	170	70	18	205
Sagebrush Inn, Taos, NM	82	30,120	16	2,500	71	1,500	1,000	—	66	63	65
Springfield Hilton, Springfield, VA	242	29,430	17	7,240	4	3,950	2,900	390	71	25	175
Best Western Executive Inn, Tacoma, WA	142	28,571	18	4,000	22	1,900	2,200	—	78	32	135
Ramada Hotel, Lanham, MD	172	28,488	19	4,900	13	2,550	2,100	250	74	20	125
Lamp Lifter Inn, Visalia, CA	100	28,000	20	2,800	51	1,300	1,500	—	68	28	75
Holiday Inn, Troy, OH	98	27,500	21	2,750	55	1,100	1,650	—	68	29	110
Best Western Coachman Inn, Cranford, NJ	180	27,361	22	4,925	12	2,350	2,500	75	73	10	100
Holiday Inn Benton Harbor, Benton Harbor, MI	120	27,333	23	3,280	36	1,850	1,400	30	67	13	140
Sheraton Inn-Lansing, Lansing, MI	220	26,905	24	6,000	4	3,000	3,000	—	68	52	190
Grand Canyon Squire Inn, Grand Canyon, AZ	152	26,781	25	4,044	17	1,964	1,292	788	80	62	90
Sheraton Aberdeen, Aberdeen, MD	150	26,717	26	3,500	32	1,550	1,950	—	70	51	100
The Parwick Centre, Chicopee, MA	96	26,430	27	2,273	69	725	1,248	300	80	18	130
Ramada Inn, Blytheville, AR	140	26,310	28	2,474	62	969	1,330	155	72	42	85
Denver Hilton Inn South, Englewood, CO	300	25,143	29	8,000	1	4,900	3,000	100	68	53	225
Holiday Inn East, Bethlehem, PA	185	26,036	30	4,999	14	2,331	2,535	132	71	43	190
Sheraton Greenway, Phoenix, AZ	150	26,000	31	3,900	33	2,000	1,500	400	64	7	105
Sheraton Harrisburg West, New Cumberland, PA	91	25,360	32	5,000	16	3,000	2,000	—	62	57	180
Holiday Inn-Sacramento Northeast, Sacramento, CA	225	25,217	33	5,800	5	3,267	2,347	186	80	14	165
Quality Inn-Bedford, Bedford, PA	49	25,061	34	1,228	94	458	770	—	74	36	47
Midland Holiday Inn, Midland, MI	182	24,294	35	4,373	19	2,600	1,570	203	66	4	146

Lodging's 400 Top Performers

	Guestrooms as of 12/31/84	Total sales/room ($)	Rank	Total sales ($000)	Rank	Guestroom sales ($000)	Food and beverage sales ($000)	Other revenues ($000)	Rank	Rank	Number of employees
Fox Ridge Motor Inn, Brewster, NY		23,863		1,100		450		—		8	
Sands Hotel, San Diego, CA		23,840		3,576		1,795		581		38	
Sheraton Inn, Hagerstown, MD		23,759		2,566		817		4		60	
Residence Inn Silicon Valley, Sunnyvale, CA		23,712		5,525		5,298		227		2	
Melings Motel-Restaurant & Lounge, Monmouth, IL		23,636		1,300		300		—		21	
Best Western Kaywood, Fredericksburg, VA		23,595		2,100		800		300		22	
Best Western Bidarka Inn, Homer, AK		23,437		1,500		1,000		—		59	
Master Host Inn East, Decatur GA		23,320		2,332		2,332		—		58	
Ramada Inn, Grand Forks, ND		23,030		2,280		1,280		50		23	
Brookings Inn, Brookings, OR		23,000		943		367		—		30	
Holiday Inn, Zanesville, OH		22,850		2,285		1,219		173		9	
Holiday Inn, Alexandria, MN		22,818		3,400		1,700		—		50	
Holiday Inn-Rawlins, Rawlins, WY		22,727		3,000		2,000		—		49	
Holiday Inn I-275, St. Petersburg, FL		22,575		2,709		1,206		453		54	
Keller Ramada Inn, Effingham, IL		22,448		3,300		1,520		70		39	
Howard Johnsons, Ft. Pierce, FL		22,421		1,435		535		—		56	
Imperial House Motel, Findlay, OH		22,234		2,557		1,046		106		55	
Ramada Inn, Newport News, VA		22,036		3,636		1,466		—		48	
Best Western Regency Inn, East Grand Forks, MN		22,000		2,200		1,400		—		45	
Sheraton Harrisonburg Inn, Harrisonburg, VA		21,942		3,072		1,521		96		33	
Ramada Inn, Denton, TX		21,766		2,242		1,046		31		26	
Holiday Inn Aberdeen, Aberdeen, MD		21,629		2,682		1,752		116		3	
Econo Lodge, South Burlington, VT		21,604		3,824		,831		—		17	
Ranch House Inn, Valencia, CA		21,602		4,018		2,518		—		47	
Holiday Inn, Blacksburg, VA		21,428		2,100		1,100		—		34	
Howard Johnson Motor Lodge-Parham Road, Richmond, VA		21,353		1,751		871		—		46	
Sheraton Racine Hotel & Conference Center, Racine, WI		21,097		4,747		2,351		201		64	
Brookhollow Hilton Inn, Houston, TX		21,078		4,300		2,000		100		66	
Holiday Inn Woodlawn, Charlotte, NC		20,833		9,000		6,000		—		35	
Howard Johnson, San Luis Obispo, CA		20,343		1,302		815		—		31	
Holiday Inn Holdome, Cheyenne, Wy		20,325		5,000		3,000		—		65	

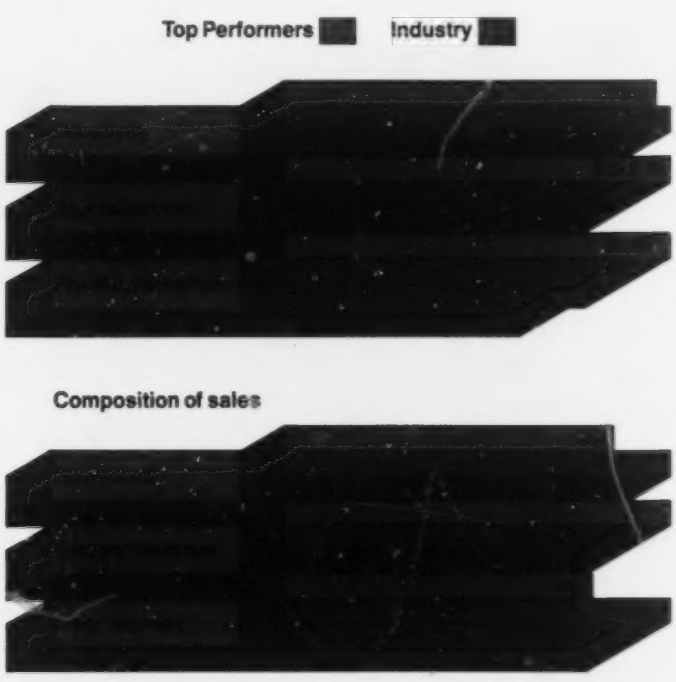
AIRPORT Top Performers

It was a tremendous year for the International Hotel in Baltimore, Maryland. The 199-room property at the Baltimore-Washington International Airport vaulted from ninth place last year to the top spot in the list of Airport Top Performers. Revenues for the hotel grew $3.8 million and occupancy rose seven points to give it $49,246 in sales per room. That's $6,000 more than last year's winner and more than double the per-room sales figure for Laventhol & Horwath's study of airport hotels.

Last year's top property, the Registry Hotel in Irvine, California, dropped to third place this year but gained more than $2,000 in its sales per room fugure.

The Red Lion Inn in San Jose, California is number two in sales per room but leads all properties with $24.5 million in total revenues.

Airport Top Performers vs. the Industry



Source: Industry figures are upper quartile figures for airport properties, except composition of sales figures, which are averages from Laventhol & Horwath's *U.S. Lodging Industry 1985*. Top Performer figures are averages, except occupancy and sales/room, which are medians.

The Airport Top Performers topped all categories with a 78-percent median occupancy. The Holiday Inn-La Guardia Airport in East Elmhurst, New York leads the group with an 88-percent annual occupancy. Close behind is the Doubletree Inn in Seattle, Washington at 87-percent occupancy.

Chain affiliation is more important for Airport Top Performers than for properties in other categories. Eighty-six percent of the properties carry some type of chain identification. Chains own or manage 54 percent of the properties, while 32 percent are franchised or belong to a referral group. The list includes seven Marriotts, five Holiday Inns (plus a Granada Royale Hometel and an Embassy Suite) and three Sheratons.

Nearly all (85 percent) of the Airport Top Performers belong to some type of central reservations system, and some properties book lots of business through their 800-number centers. The one-year-old Orlando Airport Marriott books 70 percent of its business through its central reservation system. Two other Marriotts—Tampa Westshore and the Syracuse, New York Marriott—generate 60 percent of their business through the chain's res system.

The Airport Top Performers group is dominated by new hotels: 44 percent are less than 10 years old and 94 percent are less than 25 years old. Oldest is the Twin Bridges Marriott Hotel in Arlington, Virginia, which opened 28 years ago.

All of the Airport Top Performer properties offer foodservice, room-service, liquor service, banquet and catering space, gift shops or newsstands, valet services and swimming pools. None have golf courses, but 16 percent offer on-premise tennis, and 56 percent have health clubs. Eighty-eight percent of the properties, a proportion higher than any other category, have in-room entertainment.

Lodging's 400 Top Performers

	Guestrooms and suites	Total sales/room ($)	RANK	Total sales ($000)	RANK	Guestroom sales ($000)	Food and beverage sales ($000)	Other revenues ($000)	RANK	RANK	Square feet of meeting space
International Hotel, Baltimore, MD	199	49,246	1	9,800	69	5,950	3,000	—	96	6	20,000
Red Lion Inn-San Jose, San Jose, CA	518	47,685	2	24,558	1	12,189	11,744	624	29	15	34,000
The Irvine Registry Hotel, Irvine, CA	294	45,918	3	13,500	8	6,800	6,300	400	48	9	30,000
Airporter Inn Hotel, Irvine, CA	219	41,860	4	9,000	77	5,500	3,500	—	96	23	20,000
LaGuardia Marriott Hotel, East Elmhurst, NY	420	41,189	5	18,000	3	10,000	7,000	1,000	8	7	34,000
Syracuse Marriott, East Syracuse, NY	250	40,000	6	10,000	54	5,000	4,000	1,000	8	5	21,000
Tampa Marriott Westshore, Tampa, FL	317	38,285	7	11,945	37	6,445	4,750	800	74	24	35,000
Dulles Marriott Hotel, Washington, DC	218	37,558	8	8,000	96	4,500	2,500	1,000	8	8	18,000
The Bloomington Registry Hotel, Bloomington, MN	330	36,363	9	12,000	18	5,700	5,800	500	59	33	38,000
Embassy Suites Hotel, Bloomington, MN	219	34,246	10	7,500	92	5,500	—	2,000	8	3	10,000
San Francisco Airport Hilton, San Francisco, CA	548	33,961	11	18,339	2	12,182	4,900	1,252	72	27	30,000
Hyatt San Jose, San Jose, CA	476	33,191	12	15,766	6	8,485	6,750	525	57	19	40,000
Sheraton Renton Inn, Renton, WA	190	32,021	13	6,020	125	3,100	2,900	20	75	28	18,000
Holiday Inn LaGuardia Airport, East Elmhurst, NY	208	31,696	14	7,100	94	5,700	1,200	200	48	1	14,000
Doubletree Plaza, Seattle, WA	228	30,769	15	6,800	98	3,800	2,800	200	48	19	12,000
Holiday Inn & Holidome Airport, Kenner, LA	308	30,730	16	9,465	70	6,687	2,700	15	96	13	20,000
Stouffer Concourse Hotel, Arlington, VA	504	29,639	17	11,500	41	8,000	3,000	500	59	32	30,000
Holiday Inn Airport-Indianapolis, Indianapolis, IN	279	28,985	18	8,000	91	4,700	3,300	—	96	12	21,000
Twin Bridges Marriott Hotel, Arlington, VA	447	28,458	19	12,721	31	7,400	4,400	921	74	16	30,000
Stapleton Plaza Hotel & Athletic Center, Denver, CO	300	27,353	20	8,206	89	4,846	2,789	571	59	21	28,000
Granada Royale Camelhead, Phoenix, AZ	225	26,828	21	6,090	122	4,359	1,460	271	48	20	15,000
Holiday Inn Briley Parkway, Nashville, TN	384	26,649	22	10,500	46	7,500	2,500	500	59	11	25,000
Cleveland Airport Hotel, Cleveland, OH	379	26,649	23	10,100	47	5,800	4,100	200	48	30	32,000
Sheraton Denver Airport Hotel, Denver, CO	200	26,595	24	5,319	140	3,500	1,800	19	96	10	15,000
Doubletree Inn, Seattle, WA	200	26,500	25	5,300	141	3,000	2,100	200	48	2	10,000
Holiday Inn-Airport, Little Rock, AR	231	25,870	26	5,200	143	2,800	2,200	200	48	14	25,000
Le Baron Hotel, San Jose, CA	388	25,434	27	8,902	76	5,133	3,711	58	75	26	35,000
The Thunderbird Motel, Bloomington, MN	263	24,904	28	6,550	115	3,675	2,841	431	74	25	34,000
Orlando Airport Marriott, Orlando, FL	484	24,838	29	12,022	19	7,205	4,744	71	96	31	40,000
Viscount Hotel, San Diego, CA	209	24,817	30	5,162	145	3,965	1,069	128	64	4	11,000
Sheraton Grand Hotel, Irving, TX	309	24,236	31	7,271	93	4,357	2,764	150	64	34	25,000
Ramada Renaissance, College Park, GA	503	24,049	32	12,145	27	7,420	4,539	185	75	29	30,000
Travelodge of Puerto Rico, San Juan, PR	82	23,913	33	2,200	164	1,200	1,000	—	96	17	9,000
Bay Harbor Inn, Tampa, FL	299	23,773	34	6,300	117	4,000	2,000	300	75	22	20,000

Lodging Hospitality CHAIN REPORT

The *Lodging Hospitality* study of the industry's top 25 brand-name chains has a different look this year. As a bow to the growing trend of product segmentation within the industry, we've listed the top 25 chains by total number of rooms in each system but with breakdowns of properties and rooms within each chain's various brand names.

Holiday Corporation, for example, again leads the group with 274,603 rooms in 1,521 U.S. properties. That total includes 1,481 Holiday Inns and Holiday Inn Crowne Plazas, 35 Embassy Suites and five Hampton Inns.

The rest of the top five chains also remained in place, with Best Western second in number of U.S. rooms, followed by Hilton Hotels, Sheraton and Ramada Inns. After a year of spectacular growth, Quality Inns hopscotched over Howard Johnson to claim a spot as sixth-largest chain. Hyatt Hotels jumped two places, from 12th last year to 10th in the current report. Super 8, another growth-minded chain, went from 20th place last year to 17th in 1985.

New to the list this year are Hospitality International, Inc., which includes Master Host Inns, Red Carpet Inns and Scottish Inns; and Omni/Dunfey Hotels.

For several chains—Rodeway Inns, Super 8 and Radisson—the status of properties columns don't add-up to the number of U.S. properties. The reason: some properties are franchised but operated by the franchisor. ■

	U.S. Properties		Status of Properties				Foreign Properties	
LODGING HOSPITALITY'S TOP 25 U.S. LODGING CHAINS	Rooms	Number	Company owned	Franchised/ licensed	Mgmt. Contract	Other	Number	Rooms
Holiday Corporation								
Memphis, TN								
Holiday Inns & Crowne Plazas	226,863	1,481	146	1,320	15	0	214	48,135
Embassy Suites	7,151	35	0	15	8	3[a]	0	0
Hampton Inns	589	5	3	2	0	0	0	0
Best Western International, Inc.								
Phoenix, AZ								
Best Westerns	172,490	1,897	0	0	0	1,897[b]	1,213	64,646
Hilton Hotels Corporation								
Beverly Hills, CA								
Hilton Hotels & Inns	92,113	257	14	205	24	14[c]	3	1,082
The Sheraton Corporation								
Boston, MA								
Sheraton Hotels, Inns & Resorts	91,466	368	15	310	43	0	110	40,165
Ramada Inns, Inc.								
Phoenix, AZ								
Ramada Renaissance Hotels	3,089	6	2	4	1	0	10	2,658
Ramada Hotels	11,989	39	12	27	3	0	22	4,985
Ramada Inns	67,882	468	29	439	1	0	18	2,352
Quality Inns International								
Silver Spring, MD								
Quality Royales	989	5	1	1	3	0	1	40
Quality Inns	50,920	412	15	395	2	0	129	16,498
Comfort Inns	13,567	158	0	158	2	0	3	237
Quality Inn All-Suites	N/R	8	0	8	0	0	0	0
Comfort Inn All-Suites	N/R	4	0	4	0	0	0	0
Howard Johnson Company								
North Quincy, MA								
Howard Johnson Hotels & Lodges	57,600	456	108	348	0	0	0	0
Plaza Hotels	2,400	9	7	2	0	0	0	0

	U.S. Properties		Status of Properties				Foreign Properties	
LODGING HOSPITALITY'S TOP 25 U.S. LODGING CHAINS	Rooms	Number	Company owned	Franchised/ licensed	Mgmt. Contract	Other	Number	Rooms
Marriott Corporation								
Washington, DC								
Marriott Hotels & Resorts	57,541	132	22	31	90	0	11	4,087
Courtyard by Marriott	750	5	5	0	0	0	0	0
Days Inns of America, Inc.								
Atlanta, GA								
Days Inns	47,033	328	77	251	20	0	1	122
Hyatt Hotels Corporation								
Chicago, IL								
Hyatt Hotels	43,000	78	N/R	N/R	N/R	N/R	0	0
Motel 6, Inc.								
Santa Barbara, CA								
Motel 6	40,000	380	380	0	0	0	0	0
TraveLodge International, Inc.								
El Cajon, CA								
TraveLodges	36,367	502	18	251	0	233[a]	36	2,408
Viscounts	1,840	8	8	0	0	0	1	239
Econo Lodges of America, Inc.								
Charlotte, NC								
Econo Lodges	25,490	312	24	288	0	0	1	54
La Quinta Motor Inns, Inc.								
San Antonio, TX								
La Quinta Motor Inns	20,658	165	145	10	2	8	0	0
Westin Hotels								
Seattle, WA								
Westin Hotels	17,507	26	0	0	13	13[a]	27	11,510
Rodeway Inns International, Inc.								
Dallas, TX								
Rodeway Inns	17,221	139	0	139	6	0	4	373
Super 8 Motels, Inc.								
Aberdeen, SD								
Super 8 Motels	16,281	255	16	239	32	0	1	39
Hospitality International, Inc.								
Atlanta, GA								
Master Host Inns	2,100	20	0	20	0	0	2	227
Red Carpet Inns	6,813	72	0	72	0	0	0	0
Scottish Inns	5,721	85	0	85	0	0	0	0
Radisson Hotel Corporation								
Plymouth, MN								
Radisson Plaza Hotels, Inns, Resorts & Suites	14,000	45	0	15	31	0	1	120
Friendship Inns, International								
North Bergen, NJ								
Friendship Inns	13,645	340	0	340	0	0	42	1,362
Red Roof Inns								
Hilliard, OH								
Red Roof Inns	13,208	123	123	0	0	0	0	0
Downtowner-Passport International Hotel Corporation								
Madison, TN								
Downtowner Motor Inns	7,120	44	0	44	0	0	0	0
Passport Motor Inns	5,060	39	0	39	0	0	0	0
Preferred Hotels Worldwide								
Lombard, IL								
Preferred Hotels	11,810	35	0	0	0	35[d]	25	5,490
Omni/Dunfey Hotels								
Hampton, NH								
Omni/Dunfey Hotels	10,930	29	8	1	20	0	3	1,355
Americana Hotels, Inc.								
Chicago, IL								
Americanas	10,900	29	28	1	1	0	5	1,700

a = joint ventures b = members c = managed & partially owned d = independently owned & operated N/R = not reported